

Exhibit A
SCOPE OF WORK

TECHNICAL TASK LIST

Task #	CPR	Task Name
1	N/A	Administration
2		Program Delivery
2.1	x	Program Management
2.2	x	Workforce Development
2.3	x	Participant Recruitment
2.4	x	Retrofit Installations
2.5	x	Quality Assurance
2.6		Verification of Energy Savings
2.7	x	Marketing and Outreach

KEY NAME LIST

Task #	Key Personnel	Key Subcontractor(s)	Key Partner(s)
1	Howard Choy, Ana Davila	BKi, Vanir	
2.1	Howard Choy, Ana Davila	BKi, Vanir	
2.2	Howard Choy, Lauren Rank	BKi, Build It Green, South Bay COG, CBPCA	LACCD, WIBs, Green LA Coalition
2.3	Howard Choy, Melinda Barrett, Lauren Rank	BKi, Build It Green, South Bay COG, The Energy Coalition, CBPCA	COGs
2.4	Howard Choy, Ana Davila	BKi, Renewable Funding, Build It Green, Vanir	IOUs
2.5	Howard Choy, Ana Davila	BKi, Renewable Funding, Build It Green, CBPCA, Vanir	IOUs
2.6	Howard Choy, Ana Davila	BKi, Build It Green, CBPCA	IOUs
2.7	Melinda Barrett, Howard Choy	The Energy Coalition, Build It Green, Bki, South Bay COG	COGs, IOUs

GLOSSARY

Specific terms and acronyms used throughout this work statement are defined as follows:

Acronym	Definition
ARRA	American Recovery and Reinvestment Act
CCM	Commission Contract Manager
COGs	Councils of Governments
CPR	Critical Project Review
MLS	Multiple Listing Services
MOU	Memorandum of Understanding
PAC	Project Advisory Committee
PACE	Property Assessed Clean Energy financing
QA	Quality Assurance
UCC.1	Uniform Commercial Code (Financing Statement)

DEFINITIONS

The following definitions apply throughout this Agreement:

“Contractor” means the entity that receives funding directly from the Energy Commission under this Agreement. The Contractor is defined as a “subrecipient” under Federal law (see Office of Management and Budget (OMB) Circular A-133, Subpart A, Section .105 and Subpart B, Section .210).

“Subaward” means an award made by the Contractor to a subawardee or vendor.

“Subawardee” means any entity other than a vendor that receives funding from the Contractor to carry out or support any portion of this Agreement.

“Subcontractor” means a subawardee or vendor.

“Vendor” means any entity defined as such by OMB Circular A-133 (see Subpart A, Section .105 and Subpart B, Section .210).

FUNDING SOURCE

This Agreement is being funded by the California Energy Commission (Energy Commission), under the American Recovery and Reinvestment Act of 2009 (ARRA) by the U.S. Department of Energy (DOE) through the Energy Efficiency and Conservation Block Grant (EECBG), number DE-EE0000905. It is hereby understood and agreed that this Agreement shall be governed by the laws of the State of California (State) as to interpretation and performance.

All work and/or the expenditure of funds (Commission-reimbursed and/or match share) must occur within the approved term of this Agreement. The Commission cannot authorize any payments until all parties sign this Agreement.

PROBLEM STATEMENT

The California Energy Commission (Energy Commission) is implementing multiple strategies to promote energy efficiency statewide, including the implementation as a regional priority a comprehensive residential energy efficiency retrofit program for existing single- and multi-family residences. Comprehensive residential energy efficiency retrofit projects are proven to reduce energy consumption, dependence on fossil fuels, and greenhouse gas (GHG) emissions. The Energy Commission has received funding for the EECBG Program under ARRA to advance these goals and to stimulate the economy. A critical strategy of the Energy Commission is to ensure that at the regional level, local communities have the capacity, expertise and leadership to implement current and anticipated energy efficiency retrofit programs, including Property Assessed Clean Energy (PACE) financing authorized in California under AB 811 and HOME STAR Energy Retrofit Act of 2010 as proposed by Congress. Because the viability of PACE programs is in question at the time of the execution of this Agreement, the Energy Commission is further seeking to ensure that local and regional programs include alternative financing options in addition to PACE.

The County of Los Angeles (the County) has joined with local governments representing nearly the entire population of the region, including the City of Los Angeles and nearly all cities in the County, and a highly qualified team of public and private partners to implement *Retrofit LA*, a Countywide AB 811 building retrofit program. The assembled partners represent nearly all of the eighty-eight incorporated cities and unincorporated areas in California's most populous County and a diversity of program expertise that draws together leadership at the local, state, and national level. The *Retrofit LA* program will rapidly accelerate building energy retrofits across the County and achieve deep market penetration in focused neighborhoods. This program is designed to meet the economic and demographic diversity of the County that comprises 27% of California's population. *Retrofit LA* will demonstrate an innovative and impactful program model that is highly transferrable, both statewide and nationally.

GOALS AND OBJECTIVES OF THE AGREEMENT

The goals of *Retrofit LA* mirror those of the American Recovery and Reinvestment Act of 2009 (ARRA): (a) **energy savings**, (b) **job creation/ preservation**, and (c) **economic recovery**. The proposed program has been designed to create jobs and stimulate the economy through a comprehensive program to implement energy retrofits in existing residential buildings.

To achieve these goals, *Retrofit LA* has identified a set of three core program objectives that address the major barriers to market transformation and guide program design. These three objectives aim to spur comprehensive residential energy retrofits on a broad scale.

- Provide financing mechanisms, including both Property Assessed Clean Energy (PACE) financing (when not inhibited by federal lending determinations) and alternative financing including but not limited to secured and unsecured loans, to

address the high upfront cost of retrofits. *Retrofit LA* will build on the County's building retrofit program and reduce or remove these barriers for a wide range of projects and population segments.

- Demonstrate effective marketing and outreach methods to inform and motivate property owner participation. *Retrofit LA* will bundle homeowner incentives [e.g., PACE (when appropriate) and other alternative financing mechanisms, utility and County rebates, tax credits, etc.] and employ an array of innovative outreach methods that reflect current behavioral science research to more effectively communicate current value propositions and create new ones. Marketing and outreach messaging will strongly promote Tier 3 whole-house retrofits.
- Streamline participant, contractor, and administration processes to reduce the high transaction costs created by an inefficient delivery model. *Retrofit LA* will use new cutting-edge data and decision software tools to reduce transaction costs for both contractors and the program. These innovations can contribute greatly to the growth and maturity of the building performance industry, which will be capable of delivering building energy performance with strong momentum toward achieving mass scale at a more reasonable cost.

Retrofit LA will ensure that program design, homeowner incentives, and contractor incentives all strongly encourage and promote Tier 3 strategies and align with utility whole-house rebate programs. *Retrofit LA* will focus resources on Tier 2 and Tier 3 approaches, consistent with the Energy Commission's policy objectives, utility program design, recommendations from the Home Energy Retrofit Coordinating Committee (HERCC), and Home Performance with Energy Star best practices.

Retrofit LA will work collaboratively with the cities, COGs, and utilities to implement strict protocols that will assure consistent project quality, high performance, and verifiable results. Consistent standards will be applied to build consumer confidence and maximize customer satisfaction. To ensure both credibility and replicability, the program will align with existing standards and rating systems such as Home Performance with Energy Star (HPwES), HERCC, Home Energy Rating System (HERS I and II), GreenPoint Rated, and other reputable programs. *Retrofit LA* is designed to be fully compliant with HPwES and all state, regional, and local legislative and regulatory requirements.

The funding provided under this Agreement will support activities associated with increasing the capacity, expertise and readiness of Retrofit LA to accomplish comprehensive residential retrofits, including but not limited to: 1) targeted information to recruit residential building owners to participate; 2) training and support for the workforce needed to provide whole-house/whole-building retrofits; 3) access to and facilitation of retrofit financing through municipal financing programs utilizing PACE and other financing mechanisms, and/or other FHA and HUD financing and other utility or local incentives; and 4) support and engagement of the local infrastructure of building performance contractors and home energy raters to provide energy audits, ratings and

quality assurance of retrofits. Actual retrofit activities are not funded under this Agreement, but shall be funded through match funding or other resources.

TASK 1.0 Administration

MEETINGS

Task 1.1 Attend Kick-off Meeting

- The goal of this task is to establish the lines of communication and procedures for implementing this Agreement.

The Contractor shall:

- Attend a “kick-off” meeting with the Commission Contract Manager, the Contracts Officer, and a representative of the Accounting Office. The Contractor shall bring their Project Manager, Contracts Administrator, Accounting Officer, and others designated by the Commission Contract Manager to this meeting. The administrative and technical aspects of this Agreement will be discussed at the meeting. Prior to the kick-off meeting, the Commission Contract Manager will provide an agenda to all potential meeting participants.

The administrative portion of the meeting shall include, but not be limited to, the following:

- Terms and conditions of the Agreement
- CPRs (Task 1.2)
- Leverage fund documentation (Task 1.6)
- Permit documentation (Task 1.7)
- Training on ARRA reporting requirements
- Historic Preservation and Consultation Requirements
- Waste Management Plan Requirements
- Use of State Identity Branding Mark Logo
- Prohibition on KEMA Inc. or its subsidiary known as KEMA Services Inc. from performing services as a subcontractor or other lower-tier contractor to achieve the objectives of this Agreement
- Access to and use of intellectual property
- Restriction on use of funds to pay for activities defined as labor or construction under the Davis-Bacon Act
- Restriction on activities that would trigger an initial study or environmental analysis under the California Environmental Quality Act

The technical portion of the meeting shall include, but not be limited to, the following:

- The Commission Contract Manager’s expectations for accomplishing tasks described in the Scope of Work;
- An updated Schedule of Deliverables
- An updated Gantt Chart
- Progress Reports (Task 1.4)

- Technical Deliverables
- Final Report (Task 1.5)

The Commission Contract Manager shall designate the date and location of this meeting.

Contractor Deliverables:

- An Updated Schedule of Deliverables
- An Updated Gantt Chart
- An Updated List of Leverage Funds
- An Updated List of Permits
- Schedule for Recruiting PAC Members

Commission Contract Manager Deliverables:

- Final Report Instructions
- Commission Contract Manager Approval of Contractor Deliverables

Task 1.2 CPR Meetings

- The goal of this task is to determine if the project should continue to receive Energy Commission funding to complete this Agreement and if it should, are there any modifications that need to be made to the tasks, deliverables, schedule or budget.

CPRs provide the opportunity for frank discussions between the Energy Commission and the Contractor. CPRs generally take place at key, predetermined points in the Agreement, as determined by the Commission Contract Manager and as shown in the Technical Task List above and in the Schedule of Deliverables. However, the Commission Contract Manager may schedule additional CPRs as necessary, and any additional costs will be borne by the Contractor.

Participants include the Commission Contract Manager and the Contractor, and may include the Commission Contracts Officer, other Energy Commission staff and Management as well as other individuals selected by the Commission Contract Manager to provide support to the Energy Commission.

The Commission Contract Manager shall:

- Determine the location, date and time of each CPR meeting with the Contractor. These meetings generally take place at the Energy Commission, but they may take place at another location.
- Send the Contractor the agenda and a list of expected participants in advance of each CPR. If applicable, the agenda shall include a discussion on both leverage funding and permits.
- Conduct and make a record of each CPR meeting. One of the outcomes of this meeting will be a schedule for providing the written determination described below.

- Determine whether to continue the project, and if continuing, whether or not to modify the tasks, schedule, deliverables and budget for the remainder of the Agreement, including not proceeding with one or more tasks. If the Commission Contract Manager concludes that satisfactory progress is not being made, this conclusion will be referred to the Energy Commission's ARRA Committee for its concurrence.
- Provide the Contractor with a written determination in accordance with the schedule. The written response may include a requirement for the Contractor to revise one or more deliverable(s) that were included in the CPR. The written determination may also include the Energy Commission decision on the amount of local ARRA direct EECBG funds to encumber into the Agreement.

The Contractor shall:

- Prepare a CPR Report for each CPR that discusses the progress of the Agreement toward achieving its goals and objectives. This report shall include recommendations and conclusions regarding continued work of the projects. This report shall be submitted along with any other deliverables identified in this Scope of Work. Submit these documents to the Commission Contract Manager and any other designated reviewers at least 5 working days in advance of each CPR meeting.
- Present the required information at each CPR meeting and participate in a discussion about the Agreement.

Contractor Deliverables:

- CPR Report(s)
- CPR deliverables identified in the Scope of Work

Commission Contract Manager Deliverables:

- Agenda and a List of Expected Participants
- Schedule for Written Determination
- Written Determination
- Commission Contract Manager Approval of Contractor Deliverables

Task 1.3 Final Meeting

- The goal of this task is to closeout this Agreement.

The final meeting must be completed during the closeout of this Agreement.

This meeting will be attended by, at a minimum, the Contractor, the Commission Contracts Officer, and the Commission Contract Manager. The technical and administrative aspects of Agreement closeout will be discussed at the meeting, which may be two separate meetings at the discretion of the Commission Contract Manager.

The technical portion of the meeting shall present findings, conclusions, and recommended next steps (if any) for the Agreement. The Commission Contract Manager will determine the appropriate meeting participants.

The administrative portion of the meeting shall be a discussion with the Commission Contract Manager and the Contracts Officer about the following Agreement closeout items:

- What to do with any state-owned equipment (Options)
- Need to file UCC.1 form re: Energy Commission's interest in patented technology
- Energy Commission's request for specific "generated" data (not already provided in Agreement deliverables)
- Need to document Contractor's disclosure of "subject inventions" developed under the Agreement
- "Surviving" Agreement provisions, such as repayment provisions and confidential deliverables
- Final invoicing and release of retention

The Contractor shall:

- Meet with the Energy Commission to present the findings, conclusions, and recommendations.
- Prepare a schedule for completing the closeout activities for this Agreement.

Deliverables:

- Written documentation of meeting agreements and all pertinent information
- Schedule for completing closeout activities

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

REPORTING

See Exhibit D, Reports/Deliverables/Records and Exhibit E, Reporting and Registration Requirements Under Section 1512 of ARRA

Task 1.4 Monthly Progress Reports

- The goal of this task is to periodically verify that satisfactory and continued progress is made towards achieving the objectives of this Agreement.

The Contractor shall:

- Prepare progress reports which summarize all Agreement activities conducted by the Contractor for the reporting period, including an assessment of the ability to complete the Agreement within the current budget and any anticipated cost overruns. Each progress report is due to the Commission Contract Manager within 20 working days after the end of the reporting period. In addition to the above

requirements, the contractor shall comply with Reporting and Registration Requirements under Section 1512 of ARRA.

Deliverables:

- Monthly Progress Reports

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.5 Final Report

- The goal of this task is to prepare a comprehensive written Final Report that describes the original purpose, approach, results and conclusions of the work done under this Agreement. The Commission Contract Manager will review and approve the Final Report. The Final Report must be completed on or before the termination date of the Agreement.

The Final Report shall be a public document. If the Contractor has obtained confidential status from the Energy Commission and will be preparing a confidential version of the Final Report as well, the Contractor shall perform the following subtasks for both the public and confidential versions of the Final Report.

Task 1.5.1 Final Report Outline

The Contractor shall:

- Prepare a draft outline of the Final Report.
- Submit the draft outline of Final Report to the Commission Contract Manager for review and approval. The Commission Contract Manager will provide written comments back to the Contractor on the draft outline within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final outline to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final outline within 5 working days of receipt.

Deliverables:

- Draft Outline of the Final Report
- Final Outline of the Final Report

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.5.2 Final Report

The Contractor shall:

- Prepare the draft Final Report for this Agreement in accordance with the approved outline.

- Submit the draft Final Report to the Commission Contract Manager for review and comment. The Commission Contract Manager will provide written comments within 10 working days of receipt.
- Submit one bound copy of the Final Report with the final invoice.

Deliverables:

- Draft Final Report
- Final Report

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

LEVERAGE FUNDS, PERMITS, AND ELECTRONIC FILE FORMAT

Task 1.6 Identify and Obtain Leverage Funds

- The goal of this task is to ensure that the leverage funds planned for this Agreement are obtained for and applied to this Agreement during the term of this Agreement.

The costs to obtain and document leverage fund commitments are not reimbursable through this Agreement. While the budget for this task will be zero dollars, the Contractor may utilize leverage funds for this task. Leverage funds shall be spent concurrently or in advance of local ARRA direct EECBG funds during the term of this Agreement. Leverage funds must be identified in writing, and the associated commitments obtained before the Contractor can incur any costs for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the leverage funding committed to this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
 1. If no leverage funds were part of the proposal that led to the Energy Commission awarding this Agreement and none have been identified at the time this Agreement starts, then state such in the letter.
 2. If leverage funds were a part of the proposal that led to the Energy Commission awarding this Agreement, then provide in the letter:
 - A list of the leverage funds that identifies the:
 - Amount of each cash leverage fund, its source, including a contact name, address and telephone number and the task(s) to which the leverage funds will be applied.
 - Amount of each in-kind contribution, a description, documented market

or book value, and its source, including a contact name, address and telephone number and the task(s) to which the leverage funds will be applied. If the in-kind contribution is equipment or other tangible or real property, the Contractor shall identify its owner and provide a contact name, address and telephone number, and the address where the property is located.

- Discuss leverage funds and the implications to the Agreement if they are significantly reduced or not obtained as committed, at the kick-off meeting. If applicable, leverage funds will be included as a line item in the progress reports and will be a topic at CPR meetings.
- Provide the appropriate information to the Commission Contract Manager if during the course of the Agreement additional leverage funds are received.
- Notify the Commission Contract Manager within 10 working days if during the course of the Agreement existing leverage funds are reduced. Reduction in leverage funds may trigger an additional CPR.

Deliverables:

- A letter regarding source of all Leverage Funds
- Letter that Leverage Funds were Reduced (if applicable)

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.7 Identify and Obtain Required Permits

- The goal of this task is to obtain all permits required for work completed under this Agreement in advance of the date they are needed to keep the Agreement schedule on track.

Permit costs and the expenses associated with obtaining permits are not reimbursable under this Agreement. While the budget for this task will be zero dollars, the Contractor shall show any leverage funds used for this task. Permits must be identified in writing and obtained before the Contractor can incur any costs related to the use of the permits for which the Contractor will request reimbursement.

The Contractor shall:

- Prepare a letter documenting the permits required to conduct this Agreement and submit it to the Commission Contract Manager at least 2 working days prior to the kick-off meeting:
1. If there are no permits required at the start of this Agreement, then state such in the letter.

2. If it is known at the beginning of the Agreement that permits will be required during the course of the Agreement, provide in the letter:
 - A list of the permits that identifies the:
 - Type of permit
 - Name, address and telephone number of the permitting jurisdictions or lead agencies
 - Schedule the Contractor will follow in applying for and obtaining these permits.
- The list of permits and the schedule for obtaining them will be discussed at the kick-off meeting, and a timetable for submitting the updated list, schedule and the copies of the permits will be developed. The implications to the Agreement if the permits are not obtained in a timely fashion or are denied will also be discussed. If applicable, permits will be included as a line item in the progress reports and will be a topic at CPR meetings.
- If during the course of the Agreement additional permits become necessary, then provide the appropriate information on each permit and an updated schedule to the Commission Contract Manager.
- As permits are obtained (including air quality), send a copy of each approved permit to the Commission Contract Manager.
- If during the course of the Agreement permits are not obtained on time or are denied, notify the Commission Contract Manager within 5 working days. Either of these events may trigger an additional CPR.

Deliverables:

- A letter documenting the Permits or stating that no Permits are required
- Updated list of Permits as they change during the Term of the Agreement
- Updated schedule for acquiring Permits as it changes during the Term of the Agreement

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.8 Electronic File Format

- The goal of this task is to unify the formats of electronic data and documents provided to the Energy Commission as contract deliverables. Another goal is to establish the computer platforms, operating systems and software that will be required to review and approve all software deliverables.

The Contractor shall:

- Deliver documents to the Commission Contract Manager in the following formats:
 - Data sets shall be in Microsoft (MS) Access or MS Excel file format.
 - PC-based text documents shall be in MS Word file format.

- Documents intended for public distribution shall be in PDF file format, with the native file format provided as well.
- Project management documents shall be in MS Project file format.
- Request exemptions to the electronic file format in writing at least 90 days before the deliverable is submitted.

Deliverables:

- A letter requesting exemption from the Electronic File Format (if applicable)

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.9 Establish Program Advisory Committee (PAC)

- The goal of this task is to establish a regional Program Advisory Committee (PAC) that will coordinate the comprehensive residential building retrofit efforts of Los Angeles County's 88 cities and unincorporated areas.

The Contractor Shall:

- Establish a regional PAC that will consist of a designated representative and alternate from each COG, as well as non-governmental personnel whose participation is considered essential for proper coordination. The contractor will recruit committee members and chair the committee. The COGs will establish local committees to facilitate good communication and to help ensure buy-in at the local level.

Deliverables:

- Draft list of PAC members
- Final lists of PAC members
- Letters of commitment from each PAC member

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.10 Conduct PAC Meetings

- The goal of this task is to coordinate regional program design and implementation.

The Contractor shall:

- The contractor will host monthly PAC meetings. Designated representatives from each countywide program will provide advice and consent on regional tasks to assure that regional deliverables are consistent with local program needs.

Deliverables:

- Draft PAC meeting schedule
- Final PAC meeting schedule
- PAC meeting agenda(s) with back-up materials for agenda items

- Written PAC meeting summaries, including recommended resolution of major PAC issues

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.11 — Submission of Waste Management Plan Framework and Waste Management Plans

The goal of this task is to ensure that the Contractor submits a Waste Management Plan Framework, and applicable waste management certification and compliance forms, to the CCM prior to project activities under this Agreement that may generate any sanitary or hazardous waste. While the EECSBG funding under this Agreement does not directly support any activities that will generate waste, the retrofits carried out under Task 2.4 will generate waste. Therefore, Contractor will initially prepare a Waste Management Plan Framework that provides a process and assurance that Contractor will obtain and submit to the CCM project-specific Waste Management Plans, or certification and compliance forms, from subcontractors and partners which are responsible for carrying out those retrofits. The Waste Management Plan Framework must describe the Contractor's plan to ensure that disposal of any sanitary or hazardous waste generated by any proposed project activities complies with all federal, state and local laws. Sanitary and hazardous waste includes, but is not limited to: construction and demolition debris, old light bulbs, fluorescent ballasts and lamps, piping, roofing material, discarded equipment, debris, and asbestos. Attachment A-2 is offered as guidance in preparing the Waste Management Plan Framework. Any subcontractor, partner or other entity carrying out retrofits under this Agreement will need to complete a Waste Management Plan by completing, signing and submitting to the CCM the certification and compliance form included as Attachment A-3, as that form may be updated by the Energy Commission to assist Contractor with compliance with DOE guidance and federal, state and local waste management laws.

Deliverables:

- Waste Management Plan Framework
- Waste Management Certification and Compliance Forms

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

Task 1.12 Historic Preservation Consultation

The goal of this task is to ensure that the Contractor complies with the requirements of Section 106 of the National Historic Preservation Act (NHPA) prior to expenditure of EECSBG funds under this Agreement to alter any structure or site. The Energy Commission has executed a Programmatic Agreement with the California State Historic Preservation Officer (SHPO) to streamline the Section 106 consultation process. Under the Programmatic Agreement, the Energy Commission will evaluate projects to determine whether they are categorically excluded from the SHPO's direct review and consultation.

While the EECBG funding under this Agreement does not directly support any activities that will alter any structure or site, the retrofits carried out under Task 2.4 will alter structures and sites. Therefore, the requirements of Section 106 apply to all retrofits accomplished under this Agreement.

The Contractor shall:

- Consult with the Energy Commission (and with the SHPO and the Tribal Historic Preservation Officer, if applicable) to ensure that the proposed project(s) will have no adverse effects on historic resources.
- Prepare a Consultation Package as specified by the Energy Commission no later than thirty (30) days after the execution of this Agreement or the identification of the project structure(s) or site(s) to be retrofitted under the Agreement, whichever is later. The Energy Commission may specify an earlier time for submittal of the Consultation Package if retrofit work is expected to begin within less than thirty (30) days of project identification.

Deliverables:

- Consultation Package

Commission Contract Manager Deliverables:

- Commission Contract Manager Approval of Contractor Deliverables

TECHNICAL TASKS

Unless otherwise specified in the individual task, the contractor shall submit a draft of each deliverable listed in the technical tasks to the Commission Contract Manager for review and comment in accordance with the approved Schedule of Deliverables. The Commission Contract Manager will provide written comments back to the Contractor on the draft deliverable within 10 working days of receipt. Once agreement has been reached on the draft, the Contractor shall submit the final deliverable to the Commission Contract Manager. The Commission Contract Manager shall provide written approval of the final deliverable within 5 working days of receipt. Key elements from this deliverable shall be included in the Final Report for this project.

Task 2 Program Delivery

Compliance with the 10% Loading Order Requirement before HERS II is Available

In the event the term for this Agreement begins before certified HERS II Raters are available in the Contractor's performance region, Contractor shall use either the Energy Commission prescriptive list (see below) or an Energy Commission interim performance approach for residential buildings (also explained below), to meet the requirement of achieving at least a 10% energy efficiency improvement at each proposed project site before renewable projects are eligible for financing.

To comply with the Energy Commission prescriptive list, residential buildings will be required to install all of the following measures (Combustion Safety and CO alarm not required if already performed/installed), consistent with Energy Commission technical specifications for each measure (such as Annual Fuel Utilization Efficiency rating of furnace, R-value of insulation, when measures are feasible, etc.):

- a. Air Sealing,
- b. Attic insulation,
- c. Duct test and seal or replacement,
- d. Insulation of Domestic Hot Water or replacement,
- e. Combustion Safety (requires BPI Building Analyst), and
- f. CO Alarm

For residential buildings where it is not feasible to install all of the first four measures (measures a through d) in the Energy Commission prescriptive list, including when some of the measures have been previously installed or when measures are otherwise not feasible as indicated in the technical specifications, the Energy Commission-approved prescriptive list cannot be used. In these cases, an Energy Commission interim performance approach for the building must be used to determine compliance with the 10 percent energy improvement requirement prior to financing renewable projects for the building. The Energy Commission may consider alternate approaches to achieve the Energy Commission's loading order policy for each residential renewable project site. If the Energy Commission approves an alternate approach, the Commission Contract Manager shall provide this approved approach to the Contractor in writing.

From January 1, 2011 through the end of this Agreement, energy audits shall comply with HERS II standards and software. This date may be extended upon Energy Commission approval, to adjust for delays in HERS II availability.

For proposed multifamily building sites outside the scope of HERS II, the Commission Contract Manager shall consider in consultation with the Contractor an energy audit methodology to be used by the Contractor to meet the 10% energy improvement requirement prior to financing renewable projects. The Commission Contract Manager shall provide an approval in writing of the methodology.

Subtask 2.1 Program Management

The goal of this subtask includes two components, each with separate goals, activities and deliverables, to document the activities and determine the schedule required to complete the Retrofit LA Program. These subtask components are:

- a. Implementation Plan
- b. Program Risk Management

a. Implementation Plan

- The goal of this subtask is to develop a detailed plan to complete the proposed program, and to provide the Energy Commission an opportunity to review and approve all significant documents and agreements prepared and executed by the Contractor in carrying out the project.

The Contractor Shall:

- Establish a regional framework for identifying and implementing early program objectives and strategies. The COGs will engage their local committees to identify local priorities, to ensure that they are included within the regional framework. The *Retrofit LA* team will coordinate efforts with SCE and SoCalGas, the Energy Commission, and the California Air Resources Board (ARB).
- Work through the PAC to prepare an implementation plan that includes the following:
 - Detailed plan for delivering the goals, objectives, and strategies of this scope of work.
 - Specific activities that will be conducted for Second and Third Tier program elements
 - Plan to select, deploy, and refine a new fully automated program management software system (local direct EECBG grant and/or ABAG SEP funded)
 - Roles and responsibilities of *Retrofit LA*, COGs and subcontractors
 - Contracts with all subcontractors that are receiving ARRA funding under this Agreement
 - MOUs with all partners not receiving ARRA funding under this Agreement, such as all COGs (including South Bay Cities, San Gabriel Valley Cities, Gateway Cities, Westside Cities, and Las Virgenes/Malibu) as well as cities that may be providing leverage funds (to be determined in the implementation plan)
 - Identification of local block grant funding leverage (source and use)

- Program reporting and M&E data collection procedures, consistent with ARRA and Energy Commission requirements
- Timeline for achieving program objectives, including activity schedules, milestones, and deliverable due dates
- Incentive structures and contractor scholarships
- Program policies and procedures manual; quality assurance and consumer protection policies; contractor/rater qualifications and certification requirements; minimum energy efficiency thresholds and verification protocols, including California Energy Commission developed prescriptive package and alternative performance approach for use prior to the availability of HERS II (local direct EECBG grant)
- Plan for compliance with National Historic Preservation Act
- Waste Management Plan Framework
- Deployment Schedule/Plan to ensure that program will schedule, monitor and take corrective action as necessary to deliver 9,300 retrofits
- Workforce development plan (local direct EECBG grant)
 - MOUs with relevant Community Colleges, Workforce Investment Boards, Green Job Training programs, and independent training providers
 - Plan to coordinate BPC training and support with Green Jobs training programs
 - Training standards and credential requirements
 - Multifamily curriculum (ABAG SEP Funded)¹
 - Single-family curriculum (ABAG SEP Funded)
 - Gap analysis to determine workforce needs
 - Workforce training specifically related to project
 - Inclusion of workforce development graduates in project implementation.
- Marketing plan and interaction with the Energy Upgrade California branding effort
 - Market Research (local direct EECBG grant)
 - Community-based social marketing strategy
 - Marketing materials
 - Media and PR and advertising strategy
 - MOU's with retail improvement stores
 - Letters of commitment from HVAC service providers
 - Development of consumer website (local direct EECBG grant)
- Contingency plans for critical program components, including participant recruitment and retrofit installations.
- Summary of multifamily elements (ABAG SEP funded):
 - Standards: prescriptive and performance (whole building) packages
 - Multifamily curriculum and contractor qualifications
 - Multifamily QA plan & project tracking
 - Multifamily asset manager tool

¹ All items labeled as "ABAG SEP Funded" are items that will be developed through the ABAG ARRA SEP residential retrofit contract. The County of Los Angeles plans to "borrow" these items from the ABAG contract.

- Methodology for establishing multifamily building energy audit and field verification approaches that are parallel and comparable to HERS II delivery of Third Tier level of services to achieve whole building energy efficiency opportunities
- Stakeholder and contractor outreach strategies.
- Development of web-based tracking and reporting system for project results and environmental benefits.
- Plan to coordinate with weatherization and EEM financing.
- Plan to coordinate with the Neighborhood Stabilization Program (NSP).
 - MOU with HERO
- Real-estate training strategies, including plan to get HERS II into the MLS
- Establishment of the PAC, including roles and responsibilities.
- Program Sustainability
- Financing and Rebates (PACE and alternative financing, utility incentives, etc.)
- List of Targeted Measures
- Program Data and its Use/Protection
- Risk Management
- Applicability of federal procurement provisions, and if necessary how the program will comply
- Present the draft Implementation Plan to the Commission Contract Manager via a phone conference or in-person meeting. The contractor will then prepare the final Implementation Plan, incorporating the CCM's comments on the draft.
- Copies of draft contracts for all subcontractors that are receiving ARRA funding under this Agreement as well as draft MOUs with all partners not receiving ARRA funding under this Agreement (including relevant COGs and cities, workforce development partners, HERO, and retail improvement stores), - to be submitted with the draft implementation plan for CCM review to ensure that all program requirements and flow-down provisions are included as appropriate.

Deliverables:

- Draft Implementation Plan
- Final Implementation Plan
- Draft agreements (subcontracts, MOUs, letters of commitment and intent, etc.)
- Final executed agreements (subcontracts, MOUs, letters of commitment and intent, etc.) signed by all parties to each agreement.

b. Program Risk Management

- The goal of this subtask component is to manage and mitigate risks that affect program performance and successful outcome. The fundamental risk is that the funding awarded for this program will not be expended and will have to be returned to the federal government for failure to recruit the participants required to enable the large number of retrofit installations that are the objective of the program. To mitigate this fundamental risk, a monthly deployment schedule of all activities that contribute to successful completion of retrofit installations shall be developed, and the Contractor shall actively monitor progress against this

deployment schedule, identify problems with progress and corrective actions that can be taken to address those problems and keep the Contract Manager actively informed, so that Critical Program Review meetings can be called as necessary.

The Contractor shall:

- Continuously monitor program activities to identify and mitigate detected risks, such as guaranteeing timely completion of retrofit installations throughout the contract period and ensuring that a sufficient number of participants are being successfully recruited to complete all retrofit installations.

Deliverables:

- Monthly risk management reporting to identify perceived risks and actions taken (or to be taken) to mitigate these risks, to be included in progress reports

Subtask 2.2 Workforce Development

- The goal of this subtask is to establish a skilled work force capable of delivering the targeted volume of home retrofits, consistent with program quality standards. The Workforce Development Plan will be developed using local direct EECBG grant funds.

The Contractor Shall:

- Establish training standards and professional credentials, and include these in the Workforce Development Plan. All residential training and certification will conform to the applicable industry standards: Home Performance with Energy Star, Building Performance Institute, HERS II Rater and Building Performance Contractor, and GreenPoint Rated.
- Conduct a gap analysis to identify training needs for single-family and multifamily residential retrofits. The contractor shall collaborate with Community Colleges and training organizations to establish training targets that reflect expected retrofit activity, assess their capacity to deliver the necessary training services in alignment with the established credential requirements, and identify remaining training needs. The gap analysis will inform a workforce development plan, to be submitted as part of the implementation plan.
- Use multifamily training curriculum specific to energy efficiency in multifamily buildings (ABAG SEP Funded).
- Use single-family training curriculum specific to energy efficiency in single-family buildings (ABAG SEP Funded)
- Leverage the Workforce Investment Boards capacity to identify unemployed or underemployed contractors, guide people into the training program, and refer them to the range of workforce funding sources. *Retrofit LA* will coordinate with the regional Employers' Councils to assure complete coordination around client intake and job placement.
- Conduct additional training program marketing and outreach in conjunction with contractor recruitment efforts in subtask 2.3
- Coordinate with regional training providers, local Workforce Investment Boards (WIB), and community colleges to deliver training.

- Develop a contractor scholarship fund that will pay up to \$1000 per student for testing and certification fees and or field mentoring.

Deliverables:

- Workforce Development Plan submitted as part of implementation plan (local direct EECBG grant)
- Multifamily Curriculum (ABAG SEP Funded)
- Rosters of training participants and graduates, as part of monthly reporting
- Workforce development updates, as part of monthly reporting
- Single-family curriculum (ABAG SEP Funded)

Subtask 2.3 Participant Recruitment

- The goal of this subtask is to engage stakeholders to provide input on effective design and cultivate partners and allies to champion the program through their communication channels.

The Contractor Shall:

- Lead the following stakeholder outreach activities with support from the COGs:
 - Compile contact lists of regional decision makers and opinion leaders representing key regional stakeholder groups, including regional civic, labor, trade, and professional groups plus business, political, advocacy, and institutional leaders
 - Host regional outreach meetings and workshops
 - Develop talking points and presentation materials for stakeholder leaders to use in communicating to their constituencies
 - Establish ongoing electronic communication channels
 - Make guest presentations at regional stakeholder forums
 - Deliver policy makers presentations to elected officials and key decision makers
 - Ensure County-wide programs pursue parallel activities at the local level
- Lead the following contractor recruitment activities with support from the COGs:
 - Compile contact lists of regional decision makers and opinion leaders representing key contractor audiences, including auditors, energy consultants, and HERS raters, as well as home performance contractors and specialty trades contractors
 - Develop content for trainings for single-family and multifamily residential audiences (local direct EECBG grant and ABAG SEP Funded)
 - Establish ongoing electronic communication channels
 - Deliver contractor orientation workshops
 - Make guest presentations at trade association meetings and Green Building Professionals Guild events

Deliverables:

- Stakeholder outreach meeting schedules
- Presentation content for stakeholder outreach meetings
- Stakeholder outreach attendance rosters

- Stakeholder outreach meeting reports
- Contractor orientation workshop schedules
- Presentation content for contractor orientation workshops
- Attendance rosters for contractor orientation workshops
- Contractor orientation workshop meeting reports

Subtask 2.4 Retrofit Installations

- The goal of this subtask is to retrofit 8,300 single family and 1,000 multifamily housing units. Retrofit LA will utilize other sources of funding to carry out or fund any activities under this subtask defined by the federal Davis-Bacon Act as labor or construction. Retrofit LA will coordinate with low-income weatherization programs and NSP programs where possible.

The Contractor Shall:

- Utilize standards for multifamily retrofits, including a prescriptive package(s) and whole-building performance approach for participation. Establish multifamily building energy audit and field verification approach that are parallel and comparable to HERS II delivery of Third Tier level of services. Develop high-rise proxy for HERS II and address software shortcomings for multifamily modeling reports. (ABAG SEP Funded)
- Utilize standards for single-family retrofits, including a prescriptive package(s) and whole-building performance approach based on HERS II or alternative performance approach approved by the Energy Commission (ABAG SEP funded).
- Review project applications
- Process project data
- Assemble list of qualified contractors who meet professional training and credential requirements
- Screen contractor applications for compliance with State Contractors License, Business License, insurance, and related requirements
- Publish contractor list on the program website

Deliverables:

- Multifamily retrofit prescriptive and performance packages (ABAG SEP Funded)
- HERS II software module for multifamily (ABAG SEP Funded)
- Qualified Participating Contractor List, with monthly updates
- Advanced Project Management software system
- Monthly reports of retrofit installation activity. Monthly reports should include updates on the number of housing units retrofitted utilizing other funding.

Subtask 2.5 Quality Assurance

- The goal of this subtask is to apply consistent quality standards to build consumer confidence and maximize customer satisfaction.

The Contractor Shall:

- Coordinate with the utility incentive programs to:

- Publish quality assurance protocols on the program website
- Ensure participating contractors meet minimum requirements including proper licensing, bonding, and certification.
- Require contractors to attend program orientation and sign QA participation agreement.
- Conduct paper reviews of project scope of work.
- Conduct field verification for each contractor's first three jobs, including replication of performance tests, and recalculation of energy savings estimates
- Conduct field verification for 5% of jobs for qualified Home Performance Contractor credentials
- Conduct field verification for 15% of jobs for contractors that lack Home Performance Contractor credentials
- Ensure that contractors are complying with appropriate local building codes.
- Conduct post-project customer satisfaction surveys with all participants
- Monitor contractor performance, provide additional field mentoring and related interventions for under-performing contractors, and exclude those contractors from the program who repeatedly under-perform
- Maintain customer support hotline.
- Establish contractor/rater credential requirements and quality assurance protocols for multifamily retrofits
- Implement appropriate disciplinary measures if necessary for non-compliant contractors

Deliverables:

- Draft and final QA and consumer protection policies, submitted as part of implementation plan (local direct EECBG grant)
- Policies and procedures manual, submitted as part of implementation plan (local direct EECBG grant)
- Contractor/rater qualifications and certification requirements, submitted as part of implementation plan (local direct EECBG grant)
- Monthly reports of QA activities and outcomes, including customer satisfaction surveys
- Multifamily professional credentials (ABAG SEP funded)
- Multifamily QA protocols and QA plan (ABAG SEP funded)

Subtask 2.6 Verification of Energy Savings

- The goal of this subtask is to document expected annual energy savings from participating projects, based on field verification of actual installed improvements; provide intuitive and informative summary reports.

The Contractor Shall:

- Establish minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies as a part of the implementation plan.

- Develop a regional web-based tracking and reporting system for project results and environmental benefits. The Energy Commission will be granted real-time access and tracking system results will populate *Retrofit LA's* monthly performance reports.
- Collect estimated energy savings from the post retrofit HERS II rater verification
- Coordinate with CEC/DOE audit process.
- Collaborate with the utility incentive programs to assemble detailed project-specific data to support ARRA reporting and the CPUC's EM&V efforts, including energy usage and GHG emissions reductions, renewable energy generation, jobs created, number and amount of projects financed, number of contractors/workers trained, and number of buildings and housing units retrofitted. Project-specific data will include pre- and post-retrofit home performance test results and billing data.

Deliverables:

- Minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies, submitted as part of implementation plan
- Web-based tracking and reporting system
- Monthly reports of energy savings (including database of estimated post retrofit HERS II rater verification and actual monthly utility-use information), carbon reductions, and EM&V efforts, as part of program reporting

Subtask 2.7 Marketing and Outreach

- The goal of this subtask is to develop and implement a communications strategy that will motivate property owners to invest in efficiency and solar retrofits to their properties. CEC funding will expand local direct EECBG grant funded marketing and outreach in unincorporated areas to incorporated areas throughout the county.

The Contractor Shall:

- Utilize prior market survey and focus group results completed by LA county (local direct EECBG grant)
- Use baseline analysis of prior market data (local direct EECBG grant)
- Prepare marketing plan with recommendations for implementation including media, public relations, channels of delivery and collateral development
- Develop models and templates for collateral and advertising to be used by local jurisdictions
- Ensure local lead agencies establish local marketing priorities and contribute local data sources and market intelligence.
- Pursue marketing and outreach activities with support from the COGs to:
 - Develop marketing collateral, model talking points and presentation materials, including Spanish-language content.
 - Recruit regional leaders and opinion leaders to act as spokespersons and role models.
 - Leverage existing social networks and communication as well as a variety

- of property-owner organizations for outreach.
 - Use designated funds to develop a regional PR and advertising campaign that establishes criteria for local implementation.
 - Develop templates for outreach to regional and local media.
 - Create local/regional media list
 - Draft press releases as appropriate
 - Develop templates for print and online advertising
 - Utilize sales training content for contractors
 - Collaborate with existing HVAC service providers to leverage their existing marketing and service delivery channels
 - Work with existing retail improvement stores to leverage in-store marketing and service delivery channels
 - Establish physical One-Stop shops at 5 locations in unincorporated County (local direct EECBG grant)
 - Ensure COGs help recruit local leaders and opinion leaders to act as spokespersons and role models; implement social marketing campaigns; organize promotional events; produce and distribute marketing collateral; and conduct local PR campaigns.
- Establish a consumer website with a Second and Third Tier Decision Tool and search engine-optimized program content to spur customer acquisition (local direct EECBG grant)
- Establish an advisory group, consisting of program staff, leading green real estate professionals, California Association of Realtors, and a representative from California Energy Commission's HERS 2 MLS initiative to:
 - Develop four-hour orientation course to introduce real estate professionals to green building and the program (ABAG SEP funded)
 - Develop 16-hour training course for real estate professionals (ABAG SEP funded)
 - Develop consumer education tools
 - Deliver training events for real estate professionals
 - Engage and present to the local Associations of Realtors to get GreenPoint Rated and HERS verification results incorporated into the Multiple Listing Services.
 - Work with MLS to identify appropriate fields
 - Develop web-based Multifamily Asset Manager Tool to assist multifamily building owners/operators and portfolio managers (ABAG SEP funded):
 - To serve as a high-level assessment and navigational tool to match properties with rehab approach type (tune-ups, rehabs and whole-building upgrades)
 - To facilitate participation in incentive programs, financing mechanisms, and green rating programs
 - As a resource for technical guidance and training to improve energy efficiency, water efficiency, health, and comfort in multifamily properties when undergoing rehabilitation—as well as to initiate and encourage energy management best practices post-rehab and throughout the building lifecycle

Deliverables:

- Marketing plan submitted as part of Implementation Plan
- Marketing Materials
- Consumer website (local direct EECBG grant)
- PR and marketing progress reports, as part of monthly reporting
- Website activity tracking reports, as part of monthly reporting
- Schedule of real estate training events
- Real estate training curricula (ABAG SEP funded)
- Documentation of MLS listings as part of monthly reporting
- Multifamily Asset Manager Web Tool (ABAG SEP funded)

Deliverables and Due Dates

Task	Deliverable	Due Date
1.1	<ul style="list-style-type: none"> • An Updated Schedule of Deliverables • An Updated Gantt Chart • An Updated List of Leverage Funds • An Updated List of Permits • Schedule for Recruiting PAC Members 	<ul style="list-style-type: none"> • 10 working days after contract execution
1.2	<ul style="list-style-type: none"> • CPR Report(s) • CPR deliverables identified in the Scope of Work 	<ul style="list-style-type: none"> • CPR Report –5 days in advance of CPR meeting
1.3	<ul style="list-style-type: none"> • Written documentation of meeting agreements and all pertinent information • Schedule for completing closeout activities 	<ul style="list-style-type: none"> • 3 working days after final meeting
1.4	<ul style="list-style-type: none"> • Monthly Progress Reports 	<ul style="list-style-type: none"> • 20 working days after end of reporting period
1.5	<ul style="list-style-type: none"> • Draft Outline of the Final Report • Final Outline of the Final Report • Draft Final Report • Final Report 	<ul style="list-style-type: none"> • Draft Outline 3/15/12 • Final Outline – 5 working days after receipt of CCM comments • Draft Final Report 5/14/12 • Final Report 6/11/12
1.6	<ul style="list-style-type: none"> • A letter regarding source of all Leverage Funds • Letter that Leverage Funds were Reduced (if applicable) 	<ul style="list-style-type: none"> • Letter regarding source of all Leverage Funds - 2 working days prior to the kick-off

		meeting <ul style="list-style-type: none"> Letter that Leverage Funds were Reduced (if applicable) – 5 working days in advance of each CPR meeting
1.7	<ul style="list-style-type: none"> A letter documenting the Permits or stating that no Permits are required Updated list of Permits as they change during the Term of the Agreement Updated schedule for acquiring Permits as it changes during the Term of the Agreement A copy of each approved Permit (including air quality) 	<ul style="list-style-type: none"> Letter documenting required permits – 2 working days before kick-off meeting Updated list/schedule – monthly progress reports Copies of approved permits –2 working days before kick-off meeting and included in subsequent monthly progress reports when updated
1.8	<ul style="list-style-type: none"> A letter requesting exemption from the Electronic File Format (if applicable) 	<ul style="list-style-type: none"> 90 days before deliverable is submitted
1.9	<ul style="list-style-type: none"> Draft list of PAC members Final lists of PAC members Letters of commitment from each PAC member 	<ul style="list-style-type: none"> Draft list of PAC members kick-off meeting Final list of PAC members, letters of commitment, 45 days after contract execution
1.10	<ul style="list-style-type: none"> Draft PAC meeting schedule Final PAC meeting schedule PAC meeting agenda(s) with back-up materials for agenda items Written PAC meeting summaries, including recommended resolution of major PAC issues 	<ul style="list-style-type: none"> Draft meeting schedule – kick-off meeting Final meeting schedule - 45 days after contract execution PAC meeting agenda(s) and written PAC meeting

		summaries – Monthly Progress Reports
1.11	<ul style="list-style-type: none"> Waste Management Plan Waste Management Certification and Compliance Form 	<ul style="list-style-type: none"> 45 days after contract execution 45 days after contract execution
1.12	<ul style="list-style-type: none"> Consultation Package 	<ul style="list-style-type: none"> 30 days after contract execution or project identification, whichever is later
2.1	<ul style="list-style-type: none"> Draft Implementation Plan Final Implementation Plan Draft agreements (subcontracts, MOUs, letters of commitment and intent, etc.) Final executed agreements (subcontracts, MOUs, letters of commitment and intent, etc.) signed by all parties to each agreement. Monthly risk management reporting to identify perceived risks and actions taken (or to be taken) to mitigate these risks, to be included in progress reports 	<ul style="list-style-type: none"> Draft Implementation Plan -45 days after contract execution Final Implementation Plan -15 days after receipt of CCM comments Draft agreements – submitted with draft implementation plan Final executed agreements – submitted with final implementation plan Monthly risk management updates- Monthly Progress Reports
2.2	<ul style="list-style-type: none"> Workforce Development Plan submitted as part of implementation plan (local direct EECBG grant) Multifamily Curriculum (ABAG SEP Funded) Rosters of training participants and graduates, as part of monthly reporting Workforce development updates, as part of monthly reporting Single-family curriculum (ABAG SEP Funded) 	<ul style="list-style-type: none"> Rosters of training graduates and workforce development updates – Monthly Progress Reports
2.3	<ul style="list-style-type: none"> Stakeholder outreach meeting schedules Presentation content for stakeholder outreach meetings 	<ul style="list-style-type: none"> Initial Stakeholder and contractor meeting/workshop

	<ul style="list-style-type: none"> • Stakeholder outreach attendance rosters • Stakeholder outreach meeting reports • Contractor orientation workshop schedules • Presentation content for contractor orientation workshops • Attendance rosters for contractor orientation workshops • Contractor orientation workshop meeting reports 	<p>schedules and presentation content – 90 days after contract execution</p> <ul style="list-style-type: none"> • Stakeholder and contractor meeting reports, attendance rosters, and updated presentation content and updated meeting/workshop schedules – submitted as part of monthly reports
2.4	<ul style="list-style-type: none"> • Multifamily retrofit prescriptive and performance packages (ABAG SEP Funded) • HERS II software module for multifamily (ABAG SEP Funded) • Recommended retrofits • Qualified Participating Contractor List, with monthly updates • Initial Advanced Project Management software system • Final Advanced Project Management software system • Monthly reports of energy audit activity, including updates on the number of housing units retrofitted based on the audits 	<ul style="list-style-type: none"> • Contractor list - 60 days after contract execution and updated monthly • Initial Advanced Project Management software system – 10/1/2010 • Final Advanced Project Management software system – 12/15/2010 • Energy audit reports – Monthly Progress Reports
2.5	<ul style="list-style-type: none"> • Draft and final QA and consumer protection policies, submitted as part of implementation plan (local direct EECBG grant) • Policies and procedures manual, submitted as part of implementation plan (local direct EECBG grant) • Contractor/rater qualifications and certification requirements, submitted as part of implementation plan (local direct EECBG grant) • Monthly reports of QA activities and outcomes, including customer satisfaction surveys 	<ul style="list-style-type: none"> • QA activities and outcomes – Monthly Progress Reports

	<ul style="list-style-type: none"> • Multifamily professional credentials (ABAG SEP funded) • Multifamily QA protocols and QA plan (ABAG SEP funded) 	
2.6	<ul style="list-style-type: none"> • Minimum energy efficiency thresholds, project reporting procedures, verification protocols, and energy and carbon savings calculation methodologies, submitted as part of implementation plan • Web-based tracking and reporting system • Monthly reports of energy savings (including database of estimated post retrofit HERS II rater verification and actual monthly utility-use information), carbon reductions, and EM&V efforts, as part of program reporting 	<ul style="list-style-type: none"> • Energy efficiency thresholds, project reporting procedures, verification protocols, and calculation methodologies – Implementation Plan • Web-based tracking and reporting system - 120 days after contract execution • Reports of energy savings, carbon reductions, and EM&V efforts – Monthly Progress Reports
2.7	<ul style="list-style-type: none"> • Marketing plan, submitted as part of Implementation Plan • Marketing Materials • Consumer website (local direct EECBG grant) • PR and marketing progress reports, as part of monthly reporting • Website activity tracking reports, as part of monthly reporting • Schedule of real estate training events • Real estate training curricula (ABAG SEP funded) • Documentation of MLS listings as part of monthly reporting • Multifamily Asset Manager Web Tool (ABAG SEP funded) 	<ul style="list-style-type: none"> • Marketing Plan – submitted with Implementation Plan • Marketing Materials – 90 days from contract execution • Consumer website – 60 days after contract execution • PR and Marketing Progress Reports, Website Activity Tracking Reports, and MLS listings – Monthly Progress Reports • Schedule of real estate training – initial content due 150 days after contract execution –

		updates as part of monthly reports
--	--	---------------------------------------